

THE SCOOP

MOWI®

Processing Solutions

A year ago, The Scoop featured an interview with COO (Farming Scotland & Ireland), Ben Hadfield, that presented options under consideration that provide medium and long term solutions for future growth in the company's salmon processing division.

Over the past year, Mowi processing staff have been engaged in discussions about these proposals, two of which have come to the forefront. We caught up with Operations Director Processing, Ewan MacColl, to learn more about solving the processing bottleneck.

Medium term solution: the next five years

Ewan explains: "Mowi's Blar Mhor primary processing plant in Fort William was built in 1987 with a design capacity of 5,000 tonnes per annum. With capacity-increasing modifications made over the past three decades, last year our incredible workforce managed to process 66,000 tonnes of salmon. However, with no more internal space available to us in the existing structure, the building is now the limiting factor for any future growth.

"After much consideration and expert review, we feel that a standalone processing unit alongside Blar Mhor can provide the additional capacity required for the next five years, and also assist us with the more manual operation associated with a growing demand for premium quality standards and brands.

"Our proposal is to build a standalone processing unit consisting of fish intake by either road tanker or harvest bins. It would have one automatic gutting line and one semi-automatic hand gutting line; manual grading and packaging; one line with weighing, icing and lidding; and a palletisation and dispatch area with pneumatic lifting assistance. In addition to this, there would be staff welfare facilities and packaging storage on the first floor.

"We will soon be applying for planning permission with a view to starting construction later this year. Our hope is that the facility would be operational mid-2021."

Ben Hadfield adds: "While the expansion of Blar Mhor does help with the required dexterity for our premium brands in the medium term, it is not the level of

automation that this business needs in order to be prepared for the future. We require a plant that is next to the sea with efficiencies built in to process whole live fish into trimmed fillets and fully utilise all by-products on site. This is our vision to create a fuller circular economy."

Long term thinking

A year ago, we highlighted the 'once in a lifetime' opportunity to build a state-of-the-art fish processing facility in Scotland, at a preferred location within our property at Kyleakin on the Isle of Skye, where significant investment has been made into our new feed mill and pier.

Ewan McColl updates us on this project, saying: "In March, we submitted a pre-application to the Highland Council regarding the proposed processing facility, and we are now in receipt of Major Pre-Application Advice.

"This is the first step in a very long and thorough planning process that starts with our review of Highland Council advice. Future steps will include a full environmental impact assessment, Mowi board approval and a thorough public consultation process not only with other statutory bodies like Scottish Natural Heritage, but also community groups and individuals from Skye, Fort William and Mallaig, who we understand will have questions. If successful with our planning application, the new facility would not be operational until after 2025."

Made in Scotland

A primary goal is to continue to provide employment in Scotland: "We want to retain all our expert processing and harvesting staff within the business, right here in Scotland. The improvements to our Blar Mhor location will secure and grow job opportunities within the Lochaber area, and if the new plant at Kyleakin does go ahead, then we will encourage staff to relocate closer to work and support them to do so.

"We will also explore options to help staff commute from their existing base, either on a daily basis or with short term accommodation during their shift period. In addition, redeployment opportunities will be made available to other areas of the business for those staff who do not wish to take up roles at Kyleakin.

"Whatever the future, our goal as an essential food producer is to continue to supply a growing demand for healthy seafood here in the Britain and beyond, whilst also ensuring the associated economic and social benefits of our business are shared here."



Scott Nolan

Back up from down under

We are pleased to announce the return of Scott Nolan, later this year, to the Mowi Scotland team. While previously with our company for 18 years, Scott left for salmon processing adventures in Australia in 2006, where part of his role saw him manage the construction of a new processing facility. Scott returns to Mowi as Processing Development Manager and, in collaboration with Mowi's global processing excellence team, will focus on advancing Scotland's exciting developments in processing.



Ewan MacColl



Blar Mhor

Continuing to care for our fish

As we adapt to new ways of working during the Coronavirus pandemic, we have to ensure that we continue to provide the same level of care for our fish.

Our Feed Mill at Kyleakin is still operating under new measures introduced to protect our staff. All feed produced at Kyleakin is critical for our salmon to receive all the nutrients they need at each stage of their lifecycle.

Once the feed arrives at our farms, our teams there have adapted their ways of working. Staff are maintaining a 2m distance from each other either on the boats used to feed our fish or on the farm itself. In Colonsay, we have one employee on the island who is feeding fish remotely from the shore.

It is important that we continue to monitor the health and wellbeing of the fish in our care and to that end,

the fish health team is combining different techniques to ensure that we have an accurate picture of the health of all our fish across Scotland.

Jaime Santana, Head of Fish Health, explains: "We are still getting out to our farms in person so that we can inspect the fish, although the frequency of site visits has been reduced based on need and prioritisation. When we are visiting a site, our focus is more on immediate priorities or concerns e.g. investigating the cause of an ongoing mortality. If there are routine tasks that can be done by the staff at the farms such as taking blood samples or gill swab samples, then that is preferable at the moment.

When we are on site, we do of course observe social distancing rules and stagger our entry times.

"Technology is really making a big difference as well. We are connecting with farm teams using video calls to get updates. We already have underwater cameras that are used for feeding which help us to observe fish behaviour. In addition, we will soon be starting a telemedicine pilot using GoPro cameras in the Western Isles. This will be another tool to help us extend our remote veterinary support along with receiving information from sites by video-link, image, SMS, instant messaging or telephone."

Mowi Safety Week

On World Health and Safety at Work Day, April 28th, we announced our First Mowi Safety Week which will take place in October. This will be an opportunity to refocus on what we can all do to make Mowi as safe a workplace as possible.

More details about Mowi Safety Week will be announced nearer the time.



In the news

Aquaculture workers praised by Scotland's Cabinet Secretary for the Rural Economy

Fergus Ewing, Cabinet Secretary for the Rural Economy, has publicly thanked and acknowledged the contribution of all those in Scotland working in aquaculture saying:

"Everybody involved in Scottish aquaculture has shown how important they are, continuing to deliver more than one million healthy meals to people throughout Scotland and the UK, every single day."

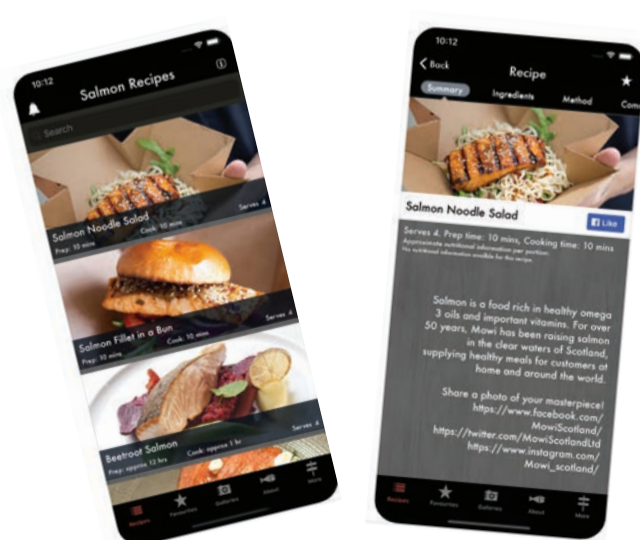
<https://www.fishfarmingexpert.com/article/ewing-praises-million-meals-a-day-aquaculture-workers/>



Mowi salmon app

Whilst everyone is in lockdown and eating in, if you need any inspiration for new recipes then download Mowi's salmon app. Available on the App Store or Google Play, the salmon app is full of healthy, nutritious, and easy recipes to try at home. A particular favourite of The Scoop is the salmon noodle salad, usually served on the Salmon Wagon.

<https://apps.apple.com/gb/app/mowi-salmon-recipes/id669556981>



Meet Janet Rennie

What do you do at Mowi?

I am the Safety Health and Environment Manager at Rosyth.

What did you do before joining Mowi?

I worked as an industrial chemist for a paper-making company and spent years working within the chemical manufacturing section. I always had a safety function which led me to my current role.

What do you like most about your job?

It is a fast moving workplace that is also continuously improving. I like to think that I am making a difference by ensuring the Safety First message is always front of mind and embedded in our culture.

What do you do in your spare time?

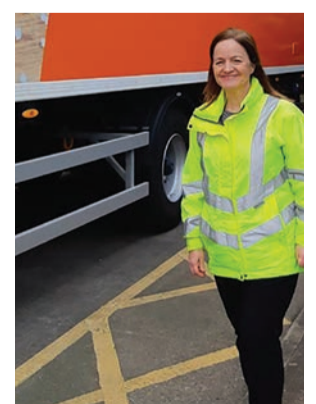
I like to exercise. I enjoy pilates, Body Balance, Zumba – I'll try anything new!

What is your favourite film?

Too many to pick. I love films!

What is your favourite salmon dish?

Smoked salmon and some fancy bread – you can't beat it!



Launch of e-learning

April saw the launch of the first of a series of planned e-learning modules at Mowi designed to be more interactive and flexible around the needs of all our staff in Scotland.

The new e-learning facility is part of the existing Mowi Academy and is hosted on our Mowi Connect platform but for those that do not have a Mowi email address, it can be accessed via <https://www.mowiacademy.com/rd/324431>

It can be accessed on any electronic device, from smartphones to desktops, and the responsive technology means that the screen automatically resizes to the device.

The first module is an induction for our newest members of staff, and it has already been used by new members to the team at Colonsay. The Scoop spoke to Donald Waring, Learning & Development Manager, to find out more.

"This new e-learning platform is a real step forward for us. The fact that we have launched it when we are adapting to new ways of working during the Coronavirus pandemic, and that the first employees to use it were from one of our most remote sites at Colonsay, perfectly illustrates both the need and the potential for e-learning at Mowi."

The new e-learning induction module replaces a two-day session held at Fort William. Staff were required to travel from all over Scotland, often overnight, and were, of course, away from their teams. This made it both cost and time intensive. Now, the induction can be completed in half a day from the employee's own place of work and it can take place almost immediately.

Donald continued: "This is the first stage of our digital revolution at Mowi. The e-learning has been specifically designed to reflect the diversity of learning styles and to make it easier for individuals and their line managers to monitor progress and follow a steady career progression throughout the company.

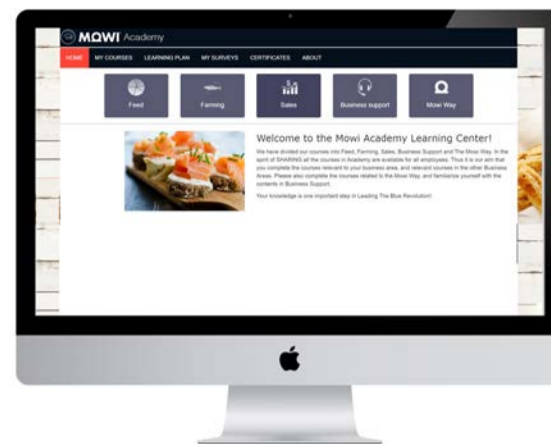
"We have invested in software to make the learning experience as interactive and varied as possible. We are making use of video, audio, pictorial and written content. After following course content, staff are asked a series of questions. If they have answered any of the questions incorrectly, then there is an opportunity to go back and re-read relevant material and try again. It doesn't matter what part of the business you are in, there will be relevant tailored content for everybody to develop a career at Mowi.

"Managers can pull off reports about members of their team and there will be more quantitative data on each member of staff which I believe will lead to much swifter career progression. I also believe that staff will take greater ownership of their own career development."

There will be formal opportunities for staff to evaluate the system but in the meantime, The Scoop caught up with the first staff to try it out:

Iman Ismail, Farm Manager at Invasion Bay told us: "It's great that you can start your new employee as soon as they are able to rather than waiting for the standard induction. The content on the website covers everything a new start needs to know, so I think it works pretty well. My new start found it pretty easy and straightforward. As you might expect, we experienced a couple of teething problems which we have fed back but once these get addressed then I really think it will be a great way forward."

Andy Martin, Farm Manager at Loch Leven added: "It was easy to access and very good to see what the new starts go through before coming to site to work. We have recommended more of a phased approach to some of the content as there is a lot to take in in one go."



Donald is pleased with the feedback received so far: "It's early days and we have received some really positive and constructive feedback. I think there might be some tweaks we can make here and there to further enhance the learner experience."

Mowi Academy will continue to evolve. This month, digital onboarding for Mowi Consumer Products will be launched which will be extended to all parts of Mowi.

Donald hopes to develop modules around fish health awareness as well as collaborating with external education partners that run aquaculture programmes.

The Scoop will bring you all the latest developments on e-learning at Mowi.



Loch Erisort
Taken by Stewart Davidson Site
Manager, Loch Shell

A word on purchasing

As most of you will recall, long serving member of staff Dave McEwan left Mowi at the end of last month after 42 years. Some of you will have had the opportunity to meet Clint Parsons, who joined in January as our new purchasing manager.

Having spent the last few months shadowing Dave and getting a thorough induction and handover, he has taken over the reins. The Scoop caught up with Clint who told us about his first few months at Mowi:

"Before the current Coronavirus pandemic put a stop to it, I did manage to get to a lot of our sites, meet the teams and get a really good understanding of the business, how we operate and see our values in action I suppose. For me, how we approach the sustainable production of a commodity that is in global demand is one of the aspects I like most about working here. It is certainly

a stark contrast to my years of experience in another commodity – oil and gas. My role here is really about strategic purchasing. That can involve identifying cost savings we can make and negotiating those contracts and capital expenditures that will benefit the whole farming side of the business."

During these extraordinary times, Clint is keen to ensure that all farms are getting what they need: "If farms are struggling to source items at the moment then I would encourage them to get in touch with me and I'll do my best to help. Of course, if anybody does have any procurement or contract related questions then please ask the question, never assume."

As for when lockdown ends, Clint still has the Feed Mill and our cleaner fish sites on his bucket list so expect a visit!



Clint Parsons

Community news

Charities receive donation from Mowi following cancellation of Salmon Wagon events in 2020

Due to the continuing challenges posed by the Coronavirus pandemic which has seen hundreds of public events cancelled across Scotland, we have taken the difficult decision to cancel the attendance of the Salmon Wagon at any events this year.

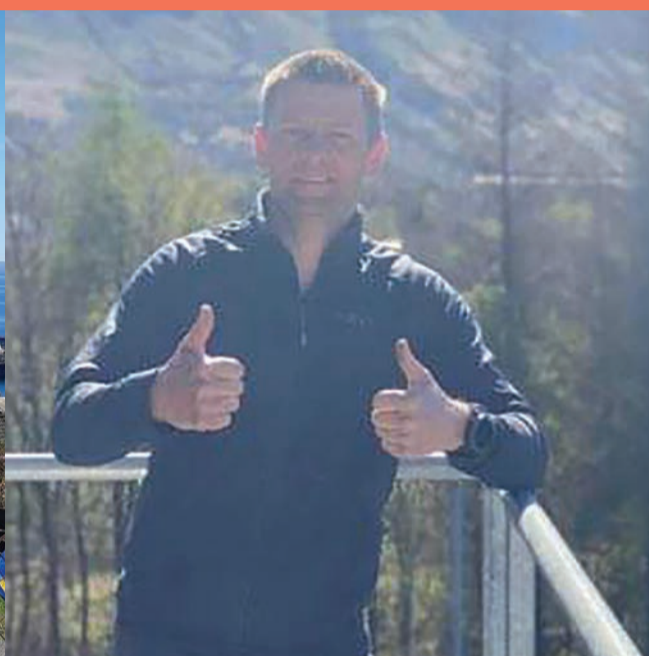
A selection committee met in early March after the application process closed to choose the successful events and causes to benefit from the Mowi Salmon Wagon initiative this summer. The successful applicants have instead received a donation to their cause or charity.

Ian Roberts, Director of Communications and Business Development at Mowi Scotland, explained: "We are extremely disappointed to have to make this decision, but the safety of our team and our communities are, as always, our primary focus. After monitoring the situation closely over the last few weeks, and having been informed that a number of the events we were due to attend were already cancelled, we made the difficult decision to contact our applicants.

"With nearly all businesses feeling the effects of these unprecedented times, our charities are also

really struggling due to event cancellations, so our donation in lieu of attendance has been very gratefully received and we are delighted to be able to support these worthy causes in some way. We will also try wherever possible to support the same events in 2021."

Those charities and community groups receiving a donation include Dyslexia Lochaber, Carradale Primary School, RNLI, Glenfinnan Community Facilities SCIO, Lucky2BHere, Mallaig Pool & Leisure, and Rosyth Community Projects Limited.



Move It in March – and the winners are...

Pawel Cymbalista, Mallaig Harvest Station:
1,008,267 total steps (daily average 32,525)

Norrie Skrzeczkowski, Yard - Blar Mhor:
787,442 total steps (daily average 25,401)

Angus MacKay, Planning & Logistics:
700,934 total steps (daily average 22,611)

Well done and a big thank you to the 36 members of Mowi staff who took part in the challenge. A total of £1640.00 was raised for Cancer Research UK.

Shout out to Rosie Curtis and her son

We simply had to feature this amazing story in The Scoop. Rosie Curtis, farm manager at Maclean's Nose and previously featured in The Scoop, is busy at the best of times. Used to combining fish farming with managing her croft, she has added home-schooling into the mix as well for her nine-year-old son Allan.

It seems that Allan has the same can-do attitude as his mother because he managed to singlehandedly deliver a lamb whilst Rosie was out at sea. Seeing that a sheep was struggling with lambing, he remembered his school project where he had written down the steps to deliver a lamb having watched his mum do it.

Rosie came home to find Allan proudly looking after the new-born lamb and its mum.

